

Learning for new recruitment practices of mature workers

mature@eu provides support

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mature@eu
Supporting Employers In Recruiting
And Selecting Mature Aged Persons

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Need for a re-orientation in recruitment

Example: A-B-C-D model (Wait & Midwinter 2005)

- **Ages:** chronological ages should never be quoted unless the relevance for to doing so is beyond doubt.
- **Balance:** older people should be represented in a balanced manner, that is, by and large, exhibiting the same mix of qualities and characteristics as the population at large.
- **Concept:** those involved should seek to acquaint themselves more clearly with the new understanding of older age and utilise that concept in their own work.
- **Display:** those involved should occasionally check their work against the touchstone of the large proportion of the population in the older age group

The intervention: by mature@eu

- **Our thesis:** Age-diverse recruitment is a challenge, as many standard recruitment practices and selection criteria are age-related.
- Thus, **mature@eu** is directly concerned with providing an **e-learning platform** to HRM, Recruiters, Equal Opportunities Representatives, Trade Union Officers and Worker Representatives which enable them to introduce **age-diverse recruitment policies and practices**.



Our mission: it is a fundamental right not to be discriminated against because of one's age.

mature@eu consists of two projects

Project 1:

Pilot Project, funded by the LdV program

15 partner organisations, from 10 countries: AT, BE, BG, DE, GR, HU, NL, SI, UK, CH

Duration: 24 months, 8/2006 to 7/2008

Project 2:

TOI, funded by the LLP

15 partner organisations, from 12 countries: AT, BE, CH, CZ, DE, ES, IT, LT, LV, PL, SK, TR

Duration: 18 months, 10/2008 to 3/2010

mature@eu e-learning platform: three modules

Module 1: Becoming aware of the drivers of change

- ✓ Unit 1: Understanding workforce demographic changes
- ✓ Unit 2: Understanding the EU-wide directive
- ✓ Unit 3: Recognising the added value of age diversity
- ✓ Unit 4: Understanding ageing in the ICT sector
- ✓ Unit 5: Creating an age balanced workforce

Module 2: Building the Business Case

- ✓ Unit 1: Persuading decision makers of the necessity of an age diverse recruitment policy
- ✓ Unit 2: Analyzing the workforce age profile
- ✓ Unit 3: Analyzing recruitment policies
- ✓ Unit 4: Developing a formal policy statement



Module 3: Implementing age-diverse recruitment procedures

- ✓ Unit 1: Following **general principles** for age-diverse recruitment
- ✓ Unit 2: **Training** key persons and recruiters
- ✓ Unit 3: Creating age-neutral **job descriptions**
- ✓ Unit 4: Creating age-neutral **job advertisements**
- ✓ Unit 5: Re-designing **application forms**
- ✓ Unit 6: Understanding age-bias in **traditional search strategies**
- ✓ Unit 7: Ensuring age bias-free **selection** procedures
- ✓ Unit 8: Building an age-friendly employer reputation

mature@eu
e-learning
platform:

developed
for self-
directed as
well as
tutor
supported
e-learning.

Unit 2: Analyzing the workforce age profile

'There is no wrong or right age profile but organisations should understand what has influenced their workforce profiles' (Sam Mercer, EFA) .

Understanding your current situation is the first step in making the change. An **age profile analysis** is prerequisite in helping you develop an age diverse recruitment policy because:



- it provides the base line for developing a re-focused recruitment strategy;
- reveal how changing demographics will affect your company;
- can act as an early warning system providing evidence of future skills gaps.
- Try to answer the following briefing notes (I)
- Try to answer also these briefing notes (II) how to recognise early inhouse age structure problems
- Key benefits of age profile analysis

Tools and further readings

- Age profiling - The essential tool for HR professionals
- This guide is intended to give you advice on how to carry out age profile analysis of the workforce
- Guidance on forecasting and planning for future talent deficits

[<previous unit](#) – [next unit>](#)

1 Tasks and creative projects □

- Creating a checklist for age profile analysis
- Age profile analysis
- Age profile of my organisation
- Fulfil an age profile analysis!
- Self Created Glossary

mature@eu e-learning platform: available in 16 languages -> with localised data

- **Bulgarian** -> for Bulgaria
- **Dutch** -> for Netherlands
- **German** -> for Austria & Germany
- **Greek** -> for Greece
- **English** -> for United Kingdom
- **French** -> for Switzerland
- **Hungarian** -> for Hungary
- **Slovenian** -> for Slovenia
- **Czech** -> for Czech Republic
- **Spanish** -> for Spain
- **Italian** -> for Italy
- **Lithuanian** -> for Lithuania
- **Latvian** -> for Latvia
- **Polish** -> for Poland
- **Slovakian** -> for Slovakia
- **Turkish** -> for Turkey

- Realised by the **free**, open source CMS **MOODLE**
- **free of charge** for every user and **ready for the export to the server of interested parties.**

BG**Добре дошли**

v platformata za elektrono obuchenie po
vzrastovo-raznობobrazen podbor na
personal

CS**Vítáme Vás**

na e-learningové platformě k věkové
rozmanitému personálnímu náboru

DE**Herzlich willkommen**

zur e-learning Plattform für Alters-Diversität
im Personal-Recruiting

EL**Καλώς ήλθατε**

στην ηλεκτρονική πλατφόρμα εκμάθησης για
την πρόσληψη προσωπικού χωρίς ηλικιακές
διακρίσεις

EN**A warm welcome**

to the e-learning platform for age-diverse
recruitment

ES**Reciba una
cálida bienvenida**

a la plataforma e-learning para la selección
de trabajadores de diferentes edades

FR**Soyez les bienvenus**

à plateforme de E-formation pour le
recrutement lié à la diversification des âges

HU**Szeretettel üdvözljük**

az időskorúak munkába állításával,
kiválasztásával foglalkozó eLearning-
platformára!

IT**Benvenuti**

nella piattaforma e-learning per un
reclutamento del personale rispettoso delle
diverse età

LT**Sveiki atvykę**

į e-mokymosi aplinką skirtą įvairaus amžiaus
asmenų įdarbinimui

LV**Esiet sveicināti**

vecuma dažādību veicinošajā e-apmācības
platformā

NL**Een warm welkom**

bij het trainingsplatform voor leeftijdsdivers
wervingsbeleid

PL**Witamy**

w kursie e-learningowym poświęconym
rekrutacji zróżnicowanej pod względem
wieku.

SK**Srdečne vás vítame**

na e-learningovom programe pre vekovo
rozmanitý nábor.

SL**Dobrodošli**

v e-učnem okolju za starostno neodvisno
zaposlovanje

TR**hoşgeldiniz**

İşe akımlarda yaş çeşitliliği e-öğrenme
platformuna hoşgeldiniz.

mature@eu e-learning platform: custom-designed

What our testing partners have said:

- *.. I like it very much! It gives us information about the problem and offers various **solutions**. I found it very well thought-out and useful. The summary, the execution, the design and the content are very well done. A big **success** ... (HRM at IBM Hungary)*
- *... I found a lot of **interesting** stuff and there are many **helpful** resources. It supports me very much in daily practice. It is a very successful and **professional platform** ... (HRM at Wienerberger AG)*
- *... This is the first initiative available on the Web, and it makes it easy to address the decision makers and influencers inside an organization. The content provided gives me many **arguments** and **procedures** to act on ... (Marketing Manager at Software AG Austria)*
- *... it provides a **complete package** that will be very useful for every HR professional. ... and it is **user-friendly** ... (HRM at Greek Research and Technology Network)*

Public recognition and sustainability

- Websites links leading to mature@eu: **124**
- Visitors of the mature@eu website: **365.267**
- Registrations on the e-learning platforms: **780**
- Press clippings: **74** (e.g. Le Temps, Standard (6x), Computerworld, Computerweek, ...)
- Oral presentations about the project: **36 public occasions**
- **Agreements** on the use of the mature@eu e-learning platform **signed with 19 relevant organizations**

Highlights



KEEPING ON TRACK

- Presentation in the **European Parliament**
- **Keeping on Track Award**; out of 300 projects - all dealing with marginalized groups on the labor market.

Keeping On Track Conference

Prague, The Czech Republic 4-5 June 2009

Best Practice Project Award

mature@eu

"...The economic situation has no impact on the demographic situation.... Talent shortage will still remain!"

"mature@eu was concerned with the demographic developments in Europe and human resources as the main asset of an organization. Indirectly, the concern was of situation of older workers in the labour market. The goal of the project was to develop tools to promote age-diverse human resources management (HRM) by developing innovative learning tools and material for recruitment in the ICT sector. The overall project quality is excellent and it has promoted lifelong learning through fresh strategic choices, innovative thinking and new solutions. By choosing an organizational perspective - to make an impact on the "voices" crucial to the situation of mature workers in workplaces - the project outcomes have reached more effectively the secondary beneficiaries (mature workers) than if targeted directly to them. The project products are of a very high standard and available in eight languages. The value and impact of the product is added by the fact that is available free of charge."

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You are invited to ...

... consider **setting** up the open source **e-learning platform** on your **own server** free of charge

... **Visit us at www.mature-project.eu/**

Thank you for your attention!